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Security Information

DRAFT  
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PROCESS OF SELECTING NEW CAREER EMPLOYEES

I. Career Employees, as defined in CIA Regulation  shall be selected for the Career Staff as a result of a three-step process, as follows:

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1. Identification, recruitment and selection of individuals on the basis of their capability and suitability for provisional appointment to the Career Staff.
2. A period of planned instruction and development during which the employee demonstrates his capability and suitability for career employment.
3. A review at the end of the provisional period to finally select individuals on the basis of their capability and suitability for permanent appointment to the Career Staff.

COMMENT: a. The Term "provisional period" is used in lieu of other similar terms in order to avoid conflict or confusion with any of the concepts, legal or traditional, which are associated with such terms. (i.e. probationary period, trial service period)

b. The provisional period should apply to all new career employees, regardless of civil service status or veteran's preference rights. It will, however,

be necessary to comply with legal requirements pertinent to the termination of various groups of employees, if such action is indicated.

II. There shall be established a CIA Selection Board, consisting of one voting member appointed by each of the following: DD(I), DD(P), DD(A), AD/Commo, and Director of Training; and one advisory, non-voting, member appointed by each of the following: AD/Personnel, Director of Security and Chief, Medical Staff. The CIA Selection Board shall be responsible to the CIA Career Service Board and shall carry out the functions set forth herein. The AD/P shall provide the Selection Board with an Executive Secretary and such clerical and administrative personnel as are needed to perform its functions.

COMMENT: a. Since this Board will, among other functions, assume the duties now performed by the Professional Selection Panel, the Panel will be abolished when the Selection Board is established.

b. The voting membership of the Board is designed to give a voice in the selection process to each of the principal chains of command now existent in the Agency.

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- c. The advisory membership of the Board is designed to give the Board access to the specialized knowledge and techniques of those components of the Agency best suited to assist the Board.

III. To assist recruiters, investigative personnel, operating officials, and others concerned with the identification of individuals for initial selection, a written statement of criteria for over-all suitability for career employment in CIA will be prepared by the Selection Board and approved by the CIA Career Service Board.

CONTENT: a. A tentative statement of such criteria has been prepared by the Professional Selection Panel and can form the basis for such a paper.

IV. Prior to the selection of an individual for provisional appointment to the Career Staff, all information concerning that individual which is available within CIA, excluding only sensitive security and medical information shall be assembled into the personnel folder of the prospective employee.

CONTENT: a. Experience of the Professional Selection Panel has shown that in many instances pertinent information is widely dispersed in files of different components of the Agency. Ordinarily, there is no opportunity for a responsible official to consider all of the available information concerning a prospective employee before making a decision as to his employment.

- b. Numerous cases investigated by the DD/P Inspection and Review Staff have illustrated the danger to the Agency of not having all pertinent information available in one place.
- c. To meet this requirement it will be necessary for the Security Office to prepare a detailed report containing all non-sensitive information acquired during the course of an investigation of a prospective employee, whether adverse or not. At present the pertinent information regarding past conduct and performance, as learned from references, past employers, neighbors, etc. - which in most organizations forms a basic part of the personnel folder - is not made available to anyone outside the Security Office unless it is considered to be sufficiently derogatory to be brought to someone's attention. It is recognized that information bearing on the individual's loyalty or security should not be included in such reports. Therefore, the preparation by the Security Office of a separate report, with such information deleted, appears to be the only feasible means of making the information available to those who need it. It is also recognized

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that the Security Office cannot undertake this task without adequate personnel, and it is urged that sufficient additional personnel be authorized to permit the Security Office to accomplish this essential task.

- d. Each component of the Agency must be required to record all pertinent information concerning its present or prospective employees and to furnish copies of such records for inclusion in the individual's personnel folder.

V. The complete folder containing all information concerning a prospective employee will be maintained by the Personnel Office and be made available through the Board's Executive Secretary for examination by an appropriate Examiner for the Panel. (see Sec. XIII) When any information is disclosed which casts doubt on the individual's suitability, the Examiner will refer the folder to the component desiring to employ the individual so that it may discontinue processing if desired.

COMMENT: a. The experience of the Professional Selection Panel has shown that in many instances the Office which initiated action on an individual would discontinue processing him if administrative information resulting from the Security investigation were available to it.

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- VI. With respect to applicants for non-professional positions, as defined in pertinent CIA Regulations, the determination of suitability for a provisional appointment to the Career Staff shall be made by the Personnel Office.
- VII. With respect to applicants for career employment in professional positions, as defined in pertinent CIA Regulations, the determination of career suitability - as distinguished from technical or professional qualification to fill a specific position - shall be made by the CIA Selection Board. This shall be accomplished through the review of each case, prior to entry on duty, by an examiner designated by the CIA Selection Board from its Panel of Examiners. (see Sec XIII) Such examiner shall review the applicant's personnel folder and either (a) approve the applicant as suitable for career employment by CIA or (b) refer the case for review by the operating office concerned, and, if necessary, for decision by the CIA Selection Board. He shall refer any case to the Board if he considers the individual unsuitable or if he believes a personal interview with the individual necessary for making a determination. The decision of the CIA Selection Board shall be final, subject only to review by the Director of Central Intelligence. Review of a case by the DCI, if desired, must be requested within ten working days after the Board's decision by the DD/P, DD/I, DD/A, AD/Commo, or Director of Training.

- COMMENT: a. It is considered essential that, in the process of selecting applicants for professional positions, the decision as to overall suitability be reviewed by a responsible officer outside the requesting component. Such an officer is less likely to be biased by the pressure of personnel shortages in the Office concerned.
- b. It should perhaps be emphasized that the procedure outlined above is not concerned with the determination as to an individual's professional qualifications to fill the position involved, but rather with the less tangible qualities of character and personality which bear on the individual's suitability for career employment.

25X1 VIII. Individuals entering on duty as career employees, as defined in CIA Regulation  shall initially be given provisional appointments to the Career Staff for periods of either one or two years. The length of the provisional period applicable to career employees in professional positions shall be two years. The provisional period for career employees in non-professional positions shall be one year.

[The present definition of professional positions is as follows:

See Note, Page 13]. Each career employee shall be informed when he enters on duty as to the length of his provisional period. He shall also be informed that he will be given training, indoctrination, and supervisory assistance to help him become an effective career employee, and, that his services will be evaluated

during his provisional period to determine whether he shall continue as a permanent member of the Career Staff or be separated.

- COMMENT: a. Opinion in CIA varies widely as to the length of time needed to observe an employee's conduct and performance in order to make a valid final determination as to his suitability. This variation in opinion stems primarily from the widely divergent nature of the duties performed by career employees. While it may require two years, devoted to training, headquarters and field assignment, to determine the suitability of a career employee assigned to professional duties, for example, an FI Operations Officer, it would probably be unnecessary to subject his non-professional secretary to the same provisional period. It, therefore, seems desirable to establish provisional periods of different lengths for professional and non-professional career employees.
- b. Career employees who have completed a one-year provisional period in a non-professional position and are reassigned to a professional position should be required to serve a one-year provisional period in the professional position although they should retain all of the rights, privileges and benefits which they have gained as non-professional members of the Career Staff.



c. Existing legislation and government regulations concerning the "trial service" or "probationary periods" should not be considered in determining the length of the provisional period established in CIA. However, it must be recognized that such laws and regulations may require different processes to effect the separation of certain groups of employees. If it be found that an appropriate provisional period cannot be effectively applied within the terms of existing laws, CIA should seek legislative relief.

d. It has been argued that extending the present one-year trial service period, will add to CIA's personnel procurement problems. The Professional Selection Panel has no evidence that the present one-year period is a hindrance to recruitment. The Panel believes that gains to be realized from the extension of the period to two years for professional employees more than offset possible increased difficulties in recruitment.

IX. Prior to the completion of the provisional period, a final determination shall be made as to whether an individual is suitable for permanent appointment as a member of the Career Staff. If found unsuitable, his employment shall be terminated.

COMMENT: a. The termination of the provisional period should be highlighted as a time when something significant takes place in the career of the employee. As a minimum, a personnel action should be prepared to indicate that a career employee has completed his provisional period and to show his permanent appointment to the Career Staff.

b. The termination of those found unsuitable will contribute to the maintenance of a generally high level of Agency performance, will attract to CIA competent people from the outside, and will contribute significantly to the morale of employees who are doing good work.

X. With respect to employees in non-professional positions, the determination referred to in paragraph IX shall be made by such persons and in such manner as shall be directed by the Career Service Board having jurisdiction over the employee.

XI. With respect to employees in professional positions the determination referred to in paragraph IX shall be made as follows:

A. Prior to the expiration of the employee's provisional period, his service shall be reviewed by an Examining Committee. The Committee shall consider all available information concerning the employee, including training and assessment reports, personnel evaluation reports, and all other information contained in the employee's personnel folder. The Committee may interview

the employee and/or his supervisor if it considers such interview to be desirable.

- B. The Committee shall make a recommendation that (1) the employee be appointed as a member of the Career Staff, or (2) the employee be separated.
  - C. The recommendation of the Committee shall be reported to the Career Service Board having jurisdiction over the employee, which shall (1) approve the Committee's recommendation, or (2) if it disagrees with the recommendation, refer the case to the CIA Selection Board, whose decision in the case shall be final, subject only to review by the DCI. Review of a case by the DCI, if desired, must be requested within ten working days of the Selection Board's decision, by the DD/I, DD/P, DD/A, AD/Commo, or Director of Training.
  - D. The Examining Committees referred to herein shall consist of two examiners (one representing his T/O component and one from the component represented by his Career Designation) and one examiner from another Office or Staff. The Committee will be chosen in each case by the Executive Secretary of the CIA Selection Board from that Board's Panel of Examiners.
- XII. The procedure outlined in paragraph XI shall also be followed in every instance in which an employee is being transferred from a non-professional to a professional position. In such cases the

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recommendation shall be (1) that the employee be transferred, or  
(2) that he be retained in the non-professional position.

XIII. The Panel of examiners of the CIA Selection Board shall be composed of experienced members of the Career Staff chosen by the CIA Selection Board from lists of nominees submitted by the Career Service Boards. Examiners referred to in paragraphs VII and XI above shall be chosen from this Panel.

COMMENT: a. Much is to be gained through the system of utilizing the skill and experience of a sizable number of senior operating officials for the purpose of examining and rendering opinion on specific cases. This should not be full-time duty. The moment it does the individual will lose his contact with operating problems.

b. In order to meet the work load a Panel of perhaps fifty Examiners, drawn from all components of the Agency, might be required. The work load per Examiner thus is of the order of two cases per month or perhaps three working hours per month. This activity would be performed according to procedures and criteria established by the CIA Selection Board.

- c. The CIA Selection Board of Examiners should have the responsibility of making final selection from among the nominees of the several Career Service Boards. Skill in discrimination, maturity, judicious impartiality, personnel experience and sense of CIA mission should be the criteria for selection of Examiners.
- d. It is believed that this extra duty for these senior people is an effective and practical executive development technique.

Note: Professional positions shall mean all staff employee positions in Grade GS-7 and above, non-clerical positions in Grades GS-5 and GS-6, and the following military personnel: officers, enlisted personnel grades 7 and 6, and lower grades in the intelligence career field.

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